

Disc Notes ^{500 and 700} of Future
Panel only. 18 Oct 70

1. What can I do to help DDO and
officer?

- Rebuild esprit
- Decentralizing decisions
Backing, support
- More direct contact & middle
+ junior management.
Personal contact.
- Not just DDO but DDCI/DDO etc.
- Inadequate understanding of
flow thru - point slipping,
why, etc.
- Creative management comes
excellent.

2. - Executive

2. Hard targets

- excessive effort - little
results - inefficient

- more diff because 1 track system takes best case off out of ops to enter msg slots.
- Must be able to distinguish between long term der of hard targets + short term responses.
- 3. Wives -
 - values have changed.
 - wife cannot be put in subord. position.
- 4. Sensitivity Training / Relations of com officer - Psych help.
- 5. Stage - used by USSR
 - Training period - J.O. learns all country in country. then 6th later tour starts.

Date: 8 Sep 78

25X1 TO: DCI

FROM: 

SUBJECT: Panel Discussion, Wed 13 Sep 78

REMARKS:

After this one there will not be another
until mid-October. This one to discuss the
CASE OFFICER OF THE FUTURE like the last one.

Composition is entirely DDO: They
have selected individuals whom they claim to be:

- o the best 4 case officers in the DDO
- o the best 4 recently returned COS's
- o the best 4 desk officers, and
- o the best 4 philosophical thinkers/
futurists

25X1



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ROUTING AND RECORD SHEET

SUBJECT: (Optional)

STAT OM: <input type="text"/>		EXTENSION		NO.	
STAT PO/DDA 7D-10 Hdqrs.		<input type="text"/>		DATE 16 October 1978	
TO: (Officer designation, room number, and building)		DATE		OFFICER'S INITIALS	
		RECEIVED	FORWARDED		
STAT 1. <input type="text"/> 347 Old Executive Office Building					
STAT 2.				<p>Attached is the listing of DDO officers who will be attending the 18 October 1978 meeting with the DCI concerning case officers of the future. I have attached the original of the listing and request that you pass it to the DCI. Also enclosed is your copy. I have advised <input type="text"/> of the meeting and also provided her with the list of officers.</p> <p>See you Wednesday.</p> <div style="border: 1px solid black; height: 60px; width: 150px; margin: 10px auto;"></div> <p>Attachment As stated</p>	
3.					
4.					
STAT 5.					
6.					
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7 September 1978

Highlights of DCI 28 August 1978 Discussion Session:
"Case Officers of the Future"

- I. Changing characteristics of case officers
 - A. Number of officers with native language abilities who have lived abroad is shrinking
 - B. Compared to case officers hired in the past, those hired more recently seem to lack writing skills, sense of discipline and responsibility
 - C. Should consider hiring officers with professional experience as well as academic credentials
- II. Need for a two track system
 - A. DDO needs to consider separate career tracks for specialists (area and language expertise) and generalists, with the latter leading to a managerial career
 - B. Reports officers may be a luxury whose function should be performed by NFAC representatives
 - C. Promotion criteria need to be reviewed
- 25X1 - III.
- IV. Future Requirements
 - A. Case officers need to be trained to satisfy increasing requirements for economic, scientific, and energy related intelligence
 - B. Starting with likely future requirements, tradecraft needs to be improved
 - 1. "Opposition" needs to be taken more seriously
 - 2. OTS needs 5-year lead time to provide adequate support
 - 3. Management needs to increase the emphasis on tradecraft

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